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**THE EFFECT OF LEADERSHIP STYLE ON SAFETY BEHAVIOUR:
A STUDY ON THE PERCEPTION OF GENERATION X AND GENERATION Y IN
MALAYSIA ARMY**



By

Muhammad Heezer bin Abdul Rahim

Supervised By

Madam Norizan bt Hj Azizan

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(Occupational Safety and Health Management)



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

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MASTER OF OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT

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ABSTRACT

Much attention has been focused on workers' perception of workplace safety. However, relatively limited studies focus on Malaysian Armed Forces particularly the Malaysia Army. Effective leadership derives organization members to achieve a common purpose in safety behaviour. Leaders must influence followers to work together to achieve one mission. This research will explore the different generations that exist in the workplace today in the military organization. In this research, independent variables such as transactional, transformational, and situational leadership being discussed to determine their correlation or significant relationship with safety behaviour among generation X and generation Y. There are total of 250 sets of questionnaire had been distributed Malaysian Army and total number of 215 sets had been collected among soldiers in 31st Royal Artillery Regiment, based in Kem Tun Ibrahim, Kajang, Selangor. The Cronbach Alpha were used to measure the internal consistency of the questionnaire. The questionnaire was constructed and modified based on Leadership Style and Work Safety Scale (WSS) Hayes *et al.* (1988) on the objective of the study. Some statistical analysis had been used to test the objective of the study such as Multiple Regression Analysis. The frequency of descriptive statistics, such as mean, frequency, and standard deviation were used to analyze the relationship (transformational, transactional, and situational) affecting the safety behaviour among generation X and generation Y in Malaysian Army. Furthermore, the inferential statistics, Pearson Correlation Analysis had been used at a significant level of 0.05 to determine the relationship between strengths between transactional, transformational, and situational leadership towards safety behaviour. Based from the findings, all independent variable have significant relationship (transformational, transactional, and situational) or correlation with dependent variable (safety behaviour) among generation X and generation Y in Malaysian Army. Furthermore, recognizing different generations will assist leaders at every level in leading their people. Therefore, capitalize on their strengths and skills for mission effectiveness and accomplishment in safety behaviour in military organization.

ABSTRAK

Banyak pemerhatian telah diberikan kepada persepsi pekerja tentang keselamatan di tempat kerja. Walau bagaimanapun, kajian terhadap keselamatan dalam Angkatan Tentera Malaysia (ATM) terutamanya kepada Tentera Darat Malaysia adalah agak terhad. Keberkesanan dalam kepimpinan bermula apabila setiap ahli didalam organisasi berusaha untuk mencapai satu tujuan yang sama. Pemimpin memainkan peranan penting dalam mempengaruhi pengikut untuk bekerjasama bagi mencapai sesuatu misi. Dalam kajian ini, pemboleh ubah bebas seperti kepimpinan transaksi, transformasi dan situasi telah dibincangkan untuk menentukan perkaitan perhubungan keatas tingkahlaku keselamatan antara generasi X dan generasi Y. Sebanyak 250 set borang soal selidik telah diagihkan kepada anggota tentera dan sejumlah 215 set telah berjaya dikumpul daripada Rejimen Ke-31 Artileri Diraja, yang berpangkalan di Kem Tun Ibrahim, Kajang, Selangor. Kaedah Cronbach Alpha digunakan untuk mengukur ketekalan dalaman soal selidik. Soal selidik ini telah dibina dan diubahsuai berdasarkan Gaya Kepimpinan dan Work Safety Scale (WSS) Hayes et al. (1988). Beberapa analisis statistik telah digunakan untuk menguji objektif kajian seperti analisis regresi berganda. Kekerapan Statistik deskriptif seperti min, kekerapan dan sisihan piawai digunakan untuk menganalisis hubungan (transformasi, transaksi dan situasi) mempengaruhi tingkahlaku keselamatan antara generasi X dan generasi Y. Selain itu, statistik inferens, analisis korelasi Pearson telah digunakan pada paras signifikan 0.05 untuk menentukan kekuatan hubungan di antara kepimpinan transaksional, transformasi dan situasi ke atas tingkahlaku keselamatan anantara Generasi X dan Generasi Y. Berdasarkan dapatan kajian, semua pemboleh ubah bebas mempunyai hubungan yang bererti (transformasi, transaksi dan situasi) atau korelasi Pearson dengan setiap pembolehubah bergantung (tingkahlaku Keselamatan) dalam kalangan generasi X dan generasi Y. Selain itu, mengenali kumpulan generasi yang berbeza akan membantu pemimpin di setiap peringkat dalam memimpin ahli-ahli organisasi mereka. Oleh yang demikian, hasil kajian ini dapat dimanfaatkan oleh kepimpinan Tentera Darat Malaysia.

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LIST OF ABBREVIATIONS

JRP	: Department of Record and Pension
SOP	: Standard Operating Procedures
SPSS	: Statistical Package For Social Science
OHS	: Occupational Safety and Health
UUM	: Universiti Utara Malaysia



UUM
Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents the overview of the research that will be studied, background of the study, the problem statement, research objectives and research questions for this research. The significance of the studies as well as the outline of this thesis will also be explained.

1.2 Background of the Study

Safety has often been treated as a regulatory requirement rather than a part of the work or system. For example, the Malaysian Army organization has been known to be a hazardous profession. This is due to the nature especially when soldiers operate and use deadly weapon systems or conduct operations in favorable situation regardless of terrain, weather and conditions. The Armed Forces has been an exceptional to Occupational Safety and Health Act 1994 (Act 514). The mainstreaming of safety in the Malaysian Army recognizes that safety behavior can only be achieved when every commander, every leader, operator and army personnel understands their role to contribute to the planning and conduct of safe activities (Syed Aziz, 2012).

Basically, the safety behavior of army personnel was highly influenced by various aspects such as job safety, safety programs, co-worker safety, supervisor safety and management safety practices and held within the organization (Syed Aziz, 2012).

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Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

**UNIVERSITI UTARA MALAYSIA (KUALA LUMPUR)
COLLEGE OF BUSINESS**

Dear Respondents,
I am conducting a survey based on my research entitle:

**THE EFFECT OF LEADERSHIP STYLE ON SAFETY BEHAVIOUR:
A STUDY ON THE PERCEPTION OF GENERATION X AND
GENERATION Y IN MALAYSIA ARMY**

This study is carried out as a partial fulfillment of my master program.
Your responds will be kept strictly confidential and will be used for academic
purposes only. Please take your time to answer all questions. Your cooperation,
honesty and time consideration is highly appreciated. Thank you.

Universiti Utara Malaysia

*Responden yang dihormati,
Saya menjalankan kajian berdasarkan tajuk penyelidikan saya:*

**KESAN GAYA KEPIMPINAN KE ATAS TINGKAHLAKU KESELAMATAN:
SATU KAJIAN MENGENAI PERSEPSI GENERASI X DAN GENERASI Y
DALAM TENTERA DARAT MALAYSIA**

*Kajian ini dijalankan sebagai memenuhi sebahagian program ijazah sarjana sains
saya. Respons anda akan dirahsiakan dan akan digunakan untuk tujuan akademik
sahaja. Sila luangkan masa anda untuk menjawab semua soalan. Kerjasama,
kejujuran dan pertimbangan masa anda adalah sangat dihargai. Terima kasih.*

**MASTER OF SCIENCE
(OCCOUPTIONAL SAFETY AND HEALTH MANAGEMENT)
COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA
(KUALA LUMPUR)**

SECTION A: DEMOGRAPHIC OF RESPONDENT

Please put a tick in the box next to the answer of your choice.

	Generation X (More than 38 years)	Generation Y (Less than 38 years)
1. Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female	
2. Age	<input type="checkbox"/> 38 – 41 years old <input type="checkbox"/> 42 – 45 years old <input type="checkbox"/> 46 – 49 years old	<input type="checkbox"/> 22 – 25 years old <input type="checkbox"/> 26 – 29 years old <input type="checkbox"/> 30 – 33 years old <input type="checkbox"/> 34 – 37 years old
3. Race	<input type="checkbox"/> Malay <input type="checkbox"/> Chinese <input type="checkbox"/> Indian <input type="checkbox"/> Others	
4. Marital Status	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced	
5. Monthly Income	<input type="checkbox"/> Below RM1,999 <input type="checkbox"/> RM2,000 – RM2,499 <input type="checkbox"/> RM2,500 – RM2,999 <input type="checkbox"/> RM3,000 – RM3,499 <input type="checkbox"/> Above RM3,500	
6. How far your residence from your work place?	<input type="checkbox"/> Below 5 kilometers <input type="checkbox"/> 6 – 10 kilometers <input type="checkbox"/> 11 – 15 kilometers <input type="checkbox"/> 16 – 20 kilometers <input type="checkbox"/> Above 21 kilometers	
7. Your position/rank in the organization?	<input type="checkbox"/> Warrant Officer <input type="checkbox"/> Staff Sergeant <input type="checkbox"/> Sergeant	<input type="checkbox"/> Corporal <input type="checkbox"/> Lans Corporal <input type="checkbox"/> No Rank Holder

SECTION B: SAFETY BEHAVIOUR

The following set of statement regarding to safety behavior in your workplace. Based on your opinion, please circle the number that best reflects your opinion about the statement.

*** Notes: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 =Strongly Agree**

No.	Item	Level of safety behavior with this item			
1.	I participate in most of the safety activities such as incident investigations, review of procedures, health and safety meeting.	1	2	3	4
2.	I personally fell empowered to stop a person when doing something not safe.	1	2	3	4
3.	I think the company is doing well in terms of safety performance.	1	2	3	4
4.	I am satisfied with the company's safety performance.	1	2	3	4
5.	I have not been injured in the past 12 months.	1	2	3	4
6.	I overlook safety procedures in order to get job done more quickly	1	2	3	4
7.	I follow all safety procedures regardless of the situation I am in	1	2	3	4
8.	I handle all situations as if there is a possibility of having an accident	1	2	3	4
9.	I wear safety equipment required by practice	1	2	3	4
10.	I keep my work area clean	1	2	3	4
11.	I encourage co-workers to be safe	1	2	3	4
12.	I keep my work equipment in safe working condition	1	2	3	4
13.	I take shortcuts to safe working behaviours in order to get the job done faster	1	2	3	4
14.	I do not follow safety rules that I think are unnecessary	1	2	3	4

15.	I report safety problems to my supervisor when I see safety problem	1	2	3	4
16.	I correct safety problems to ensure accidents will not occur	1	2	3	4

SECTION C: TRANSACTIONAL LEADERSHIP

The following set of statement regarding to Transactional leadership. Based on your opinion, please circle the number that best reflects your opinion about the statement.

*** Notes: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 =Strongly Agree**

No.	Item	* Level of safety behavior with this item			
1.	I know the company's safety objectives.	1	2	3	4
2.	My manager sets high standard for safety.	1	2	3	4
3.	My manager recognizes positive safety behaviour and rewards accordingly.	1	2	3	4
4.	My manager emphasizes the need to adhere to safety policies and procedures.	1	2	3	4
5.	My manager avoids making decisions when there are safety concerns.	1	2	3	4
6.	My manager takes pro-actives actions to prevent accidents from happening.	1	2	3	4

SECTION D: TRANSFORMATION LEADERSHIP

The following set of statement regarding to Transformational leadership. Based on your opinion, please circle the number that best reflects your opinion about the statement.

*** Notes: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 =Strongly Agree**

No.	Item	* Level of safety behavior with this item			
		1	2	3	4
1.	My manager places a high values and belief in safety.				
2.	My manager gets involved in resolving safety issues and concerns.				
3.	My manager leads by examples.				
4.	My manager is positive about the company's safety performance.				
5.	My manager is honest and trustworthy.				

SECTION F: SITUATIONAL LEADERSHIP

The following set of statement regarding to Situational leadership. Based on your opinion, please circle the number that best reflects your opinion about the statement.

*** Notes: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 =Strongly Agree**

No.	Item	* Level of safety behavior with this item			
		1	2	3	4
1.	All employees in my work area are effective.	1	2	3	4
2.	All employees in my work makes little mistake.	1	2	3	4
3.	All employees in my work delivers work of high quality.	1	2	3	4
4.	All employees in my work consistently a high performance team.	1	2	3	4
5.	In this unit, it is easy to speak up about what is on our mind.	1	2	3	4

NOTE: THIS QUESTIONNAIRE WILL BE USED DUAL LANGUAGE.

Thank you for your time, opinion and comments.

~ The End ~